

RILEY STOKER CORPORATION • ANNUAL REPORT • 1968

PLAINTIFF'S EXHIBIT

RS-299

RS-001066
1/17/02
NUECES

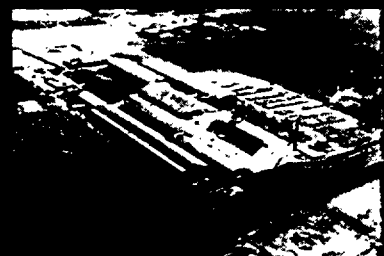
RILEY STOKER CORPORATION DIRECTORS AND OFFICERS



GENERAL OFFICES
York, Pennsylvania
Administration, Sales, Engineering,
Construction Service



RILEY STOKER CORPORATION
Control, Monitor
High Pressure Equipment



KADENHAUSEN CORPORATION
Corryville, Pennsylvania
Large Utility and Industrial Steam
Generating Equipment



UNION IRON WORKS
Erie, Pennsylvania
Field Assembled and Package Boil-
ers, Process Heating Equipment



A. W. CASH COMPANY
Decatur, Illinois
Control and Pressure Regulating
Valves

DIRECTORS

Louis E. Griffith
Honorary Chairman
Richard J. Rutherford
Chairman
Robert K. Griffith
Chapin Riley
Robert S. Bowditch
Philip R. Mather
Bruce G. Daniels
Ellis T. Knobloch
Raymond J. Forkey
Alan B. Hobbes

OFFICERS

Robert K. Griffith
President and General Manager
John E. Hicinbotham
Vice President in charge of Sales
George Parmakian
Vice President—Engineering
Alexander L. Mitchell
*Vice President—Midwestern
Region*
Kathleen M. Crooks
Secretary and Acting Treasurer

EXECUTIVE COMMITTEE

Richard J. Rutherford
Chairman
Robert K. Griffith
Robert S. Bowditch

Our cover features West Texas Utilities Company's San Angelo Power Station, one of the world's most efficient natural gas-fired power plants. A Riley Steam Generator with a capacity of 597,098 pounds of steam per hour was specially designed for combined gas turbine—steam turbine cycle operation.

FINANCIAL HIGHLIGHTS

	1968	1967	1966	1965	1964
Revenues and Net Sales	\$ 49,138,833	\$ 53,242,970	\$ 59,348,600	\$ 47,645,518	\$ 42,164,562
Income (Loss) Before Federal Taxes	(1,694,878)	(455,071)	2,537,714	(615,037)	1,712,134
Net Income (Loss) After Federal Taxes	(1,094,878)	74,701	1,670,398	(631,128)	783,153
Net Income (Loss) Per Share	(2.80)	.19	4.27	(1.61)	2.00
Cash Dividends Per Share	.40	1.60	.80	1.60	1.60
Stockholders' Investment	16,578,335	17,829,619	18,379,394	17,019,655	18,263,530
Per Share					
Stockholders' Investment	42.40	45.60	47.00	43.53	46.71
Shares Outstanding	391,014	391,014	391,014	391,014	391,014
Additions to Plant and Equipment	1,834,216	837,115	797,225	722,306	858,973
Backlog of Unfilled Orders at December 31	75,622,000	63,282,000	68,530,000	82,655,231	68,000,000



The recent installation of a new G. E. 415 Computer in a specially designed and constructed Data Processing Department at our general offices, features the latest equipment available to complement earlier computer equipment. This third generation computer system will process data, solve complex engineering and mathematical problems at greatly increased speeds and efficiency. In addition to handling present systems now employed in all areas of engineering, the system was selected with ample capacity to handle new and proposed programs for manufacturing, construction, material and costs.

During 1968 we were engaged in many new positive programs to improve operations and profits and in the last six months of the year the results of these programs were very encouraging. In particular, significant improvement in manufacturing economies and efficiencies have been made.

At the Cornwells Heights, Pennsylvania, Badenhause Corporation facility, the layout and flow of materials for our superheater reheater department has been completely revised to reduce labor requirements without loss of productivity and new welding equipment has been installed to improve panel operations—at the Detroit, Michigan plant we introduced new automated equipment for materials handling in the foundry—and at the recently expanded Union Iron Works approximately 200 new employees have been trained, thus affording increased capacity and the ability to furnish welded walls.

We have completed a survey of the Decatur, Illinois, A. W. Cash Company plant and are going forward with the installation of new machine tools there. As the demand for its products continue to grow we anticipate that a new facility with greater capacity and efficiencies will be required and such a study has already been undertaken. We also are looking at the merits and cost of introducing additional automated equipment for the Detroit foundry. The Engineering and Sales Departments of Union Iron Works are being consolidated with their counterparts at Riley in Worcester, Massachusetts, and we look for increased efficiencies and better service to our customers in the future with resulting considerable savings to the Company.

The study of company operations by Arthur Andersen & Co., which was completed this past year, is now being implemented. The change to percentage-of-completion accounting described in Note 2 to the financial statements enables the Company to maintain improved control over contract costs and estimates to complete and to more accurately reflect the Company's contract operations for internal reporting purposes. New accounting and budgeting procedures have been introduced. These changes, when completed, will permit the issuance of quarterly reports to stockholders and should materially stabilize future earnings reporting.

As noted on page 8 of this report the City of Braintree, Massachusetts, has purchased the first Riley designed Thermal Waste Conversion System. This new product will be our first combination of waste heat boilers utilized on a municipal system and is the result of our continuing efforts for new products and expanded markets.

We have also undertaken a complete review of our patent policy. This review is now substantially complete, and we are introducing an expanded patent program—both as to patent processing and patent licensing.

Comparative figures for 1968, 1967, 1966, 1965 and 1964 shown on page 2 of this report. As you will see the loss during first six months of 1968 had a serious adverse affect on total results for the year, but the contracts (particularly the construction project for Hoosier Electric Energy Cooperative in Indiana) which caused the loss have now been completed. These contracts, due to conditions then prevailing in the industry and unlike present contract proposals and contracts closed during the year 1968, did not contain provision for either reimbursement to your Company of expenditures for premium time to attract qualified field erection personnel or additional amounts to be applied for such a factor.

Revenues for 1968 were \$49,138,833 while the backlog was \$75,622,000 at December 31, 1968 and \$78,362,000 at February 28, 1969.

Earnings for the first quarter may be adversely affected by a seven week work stoppage at the Badenhause Corporation facility. The most serious issue which prevented an early settlement was the demand of the union that management be prohibited from making any changes as to equipment and processes without the prior agreement of the Union. The negotiations resulted in a three year contract on terms satisfactory to management which will enable us to direct the manpower at this plant in a more efficient manner.

While the directors felt it necessary to omit the payment of dividends during most of 1968, it is their intent to resume regular quarterly dividends when operations have returned to a more profitable level and the working capital demands to finance the projects being introduced to improve operations have eased.

We are pleased to report that Mr. Raymond J. Forkey, President of Coppus Engineering Corporation, and Mr. Alan B. Hobbes, General Counsel of American Optical Company, Southbridge, Massachusetts, were elected to the Board of Directors on March 7, 1969. Mr. Forkey is the Chief Executive Officer of Coppus, a manufacturer of turbines, burners, blowers, and valves, which is located in Worcester, Massachusetts. Mr. Hobbes formerly was associated with the Federal Trade Commission in Washington, D. C. and is presently General Counsel of American Optical Company, Southbridge, Massachusetts. These men have demonstrated their ability in the business world for many years and their knowledge and experience should contribute materially to the Company's future success.

Although 1968 has been a difficult year, we feel that the programs initiated during the year have strengthened the Company and have provided the foundation necessary for further progress in the years ahead. To those who have accepted the responsibility for carrying out these programs and to all our stockholders, employees, customers and suppliers we give our thanks for their cooperation and support.

By Order of the Board of Directors,

R.J. Rutherford, Chairman

R.K. Griffith, President

March 21, 1969

CONSOLIDATED STATEMENTS OF INCOME AND RETAINED EARNINGS • CONSOLIDATED STATEMENTS

YEAR ENDED DECEMBER 31

1968

1967

Income

Contract Revenues and Net Sales (Note 2)	\$ 49,138,833	\$ 53,242,970
Cost of Work Performed	45,871,066	49,298,300
Gross Income	\$ 3,267,767	\$ 3,944,670
Selling, General and Administrative Expenses	5,200,129	4,851,228
Operating loss	\$ (1,932,362)	\$ (906,558)
Other Income (Expense):		
Dividends, interest income, etc.	\$ 326,013	\$ 305,639
Engineering and royalty fees	587,305	653,995
Interest expense	(675,834)	(508,147)
	\$ 237,484	\$ 451,487
Loss before Federal income tax refund	\$ (1,694,878)	\$ (455,071)
Refund of Federal income taxes	600,000	629,772
Net income (loss)	\$ (1,094,878)	\$ 74,701
Net Income (Loss) Per Share of Common Stock	\$ (2.80)	\$ 0.19

Retained Earnings

Balance Beginning of Year	\$ 14,512,080	\$ 15,561,855
Add (Deduct):		
Net income (loss) for the year	(1,094,878)	74,701
Prior years' Federal tax adjustments	—	1,146
	\$ 13,417,202	\$ 15,637,702
Less:		
Cash dividends on common stock, \$.40 per share in 1968 and \$1.60 per share in 1967	156,406	625,622
Transfer to appropriated retained earnings	—	500,000
Balance End of Year	<u>\$ 13,260,796</u>	<u>\$ 14,512,080</u>

• The accompanying notes are an integral part of this financial statement.

RS-001080
1/17/02
NUECES

ASSETS	YEAR ENDED DECEMBER 31,	1968	1967
CURRENT ASSETS:			
Cash.....		\$ 1,069,566	\$ 1,508,243
Receivables—			
Customers, including contract retentions.....		15,020,085	15,050,834
Federal Income Tax Refund.....		637,362	535,225
Other.....		589,391	666,011
Unbilled contract work (Note 2).....		2,939,940	3,128,648
Materials, supplies and other inventories at the lower of cost (first-in, first-out) or market.....		6,593,411	7,025,029
Prepayments.....		378,934	467,205
Total current assets.....		\$27,228,689	\$28,381,195
INVESTMENTS, at cost (quoted market \$3,920,125 in 1968 and \$3,929,738 in 1967) (Note 3).....		\$ 5,537,699	\$ 5,551,757
PROPERTY AND EQUIPMENT, at cost:			
Land and buildings (Note 4).....		\$ 7,264,307	\$ 5,897,437
Machinery and equipment.....		9,156,064	8,762,795
		\$16,420,371	\$14,660,232
Less—Accumulated depreciation.....		10,045,593	9,382,900
Total property and equipment, net.....		\$ 6,374,778	\$ 5,277,332
OTHER ASSETS.....		\$ 274,945	\$ 179,136
PATENTS.....		\$ 1	\$ 1
		<u>\$39,416,112</u>	<u>\$39,389,421</u>

LIABILITIES	YEAR ENDED DECEMBER 31,	1968	1967
CURRENT LIABILITIES:			
Notes payable to banks.....		\$10,500,000	\$11,000,000
Accounts payable.....		3,568,117	4,028,111
Deferred contract revenue (Note 2).....		4,874,465	3,632,428
Accrued payroll, commissions and other payroll costs.....		1,872,273	1,497,192
Accrued liabilities.....		1,268,859	1,402,071
Total current liabilities.....		\$22,083,714	\$21,559,802
LONG-TERM DEBT (Note 4):		\$ 754,063	\$ —
STOCKHOLDERS' INVESTMENT:			
Common stock, \$3.00 par value—			
Authorized — 1,050,000 shares			
Issued — 391,014 shares.....		\$ 1,173,042	\$ 1,173,042
Capital surplus.....		1,444,497	1,444,497
Retained earnings—			
Unappropriated.....		13,260,796	14,512,080
Appropriated (Note 5).....		700,000	700,000
Total stockholders' investment.....		\$16,578,335	\$17,829,619
		<u>\$ 39,416,112</u>	<u>\$39,389,421</u>

The accompanying notes are an integral part of this financial statement.

RS-001062
1/17/02
NUECES

1. PRINCIPLES OF CONSOLIDATION

The financial statements include the accounts of the Company and its wholly-owned subsidiaries, after elimination of the intercompany balances, transactions and investments.

Riley Stoker Corporation's equity in net assets of its consolidated subsidiaries at December 31, 1968 exceeded the amount of its investment in these subsidiaries by \$5,980,438, representing net earnings of \$5,426,254 since dates of acquisition, plus \$554,184 which is the excess of the net assets of subsidiaries acquired over the cost of investment at dates of acquisition.

2. METHOD OF ACCOUNTING FOR INCOME ON CONTRACTS

The Company, during 1968, revised its method of accounting for long term contracts to recognize income on the "percentage-of-completion accounting method". The percentage-of-completion is determined by relating the actual cost of work performed to date to the current estimated total cost of the respective contracts. When the estimate on a contract indicates a loss, the Company's practice is to record the entire loss. Unbilled work at December 31, 1968 represents the excess of contract revenue recognized to date over billings to date on certain contracts. Deferred contract revenue represents the excess of billings to date over the amount of revenue recognized to date on the remaining contracts.

The Company previously reflected income on long term contracts separately for each principal phase of the Company's contract operations (equipment manufacture, purchased auxiliaries and construction). There was no significant effect on the results of operations for 1968 due to the change in method of accounting for income on contracts.

3. INVESTMENTS

In the accompanying balance sheet investments of \$5,537,699 are stated at cost. As of December 31, 1968 the quoted value of the securities is in the aggregate \$1,617,574 less than cost.

In the opinion of management, there has been no permanent decline in the value of these securities, nor is there any present intention of liquidating such securities, and therefore no provision for such decline has been reflected in the accompanying financial statements.

4. LONG TERM DEBT

Long term debt represents amounts payable to a bank by EIDCO, Inc., (Erie Industrial Development Company) a Pennsylvania non-profit Corporation, on which Riley Stoker Corporation is liable for interest payments at 6-1/4% per annum. The Company has also guaranteed the principal payments on the debt.

Under the terms of an agreement EIDCO, Inc. will convey to Riley certain land and buildings subject to a 15 year 6-1/2% first mortgage of \$540,000 and a 15 year 2% second mortgage of \$432,000, which mortgages Riley has agreed to assume and pay.

The amounts payable to a bank, which have been guaranteed by Riley, will be paid from the proceeds of the mortgages to be assumed by Riley prior to the time the property is conveyed by EIDCO.

The property was originally owned by the Company and was transferred at nominal value to EIDCO for purposes of arranging the financing for constructing additional production facilities for a Riley subsidiary, Union Iron Works. The agreement requires transfer of the property back to the Company when the project is completed. The Company has also paid directly some of the construction costs and as of December 31, 1968 land and buildings include \$1,080,000 applicable to the property to be conveyed by EIDCO.

5. RETAINED EARNINGS—APPROPRIATED

The Board of Directors of A. W. Cash Company, a subsidiary, has authorized \$700,000 to be appropriated and retained in the business for use in acquiring future plant facilities.

6. FEDERAL INCOME TAXES

The Company has available as deductions from future income, other, subject to Federal income tax, net deductions of approximately \$1,300,000 consisting principally of estimated loss reserves on contracts in process that are recorded in the accounts at December 31, 1968 but reportable for tax purposes as the work is performed.

The Company also has available as a deduction from future taxable income a net operating loss carry forward of approximately \$400,000 at December 31, 1968, subject to certain limitations and to review by the Internal Revenue Service.

7. PENSION PLANS

The Company and its subsidiaries have various pension plans covering substantially all of their employees. Pension contributions charged to expense amounted to \$650,000 in 1968 and \$313,000 in 1967 which includes, as to certain of the plans, amortization of past service costs over periods ranging from 10 to 30 years. It is the Company's policy to fund the pension contributions accrued. The increase in pension contributions in 1968 results largely from changes in the plans developed through union negotiations.

8. DEPRECIATION

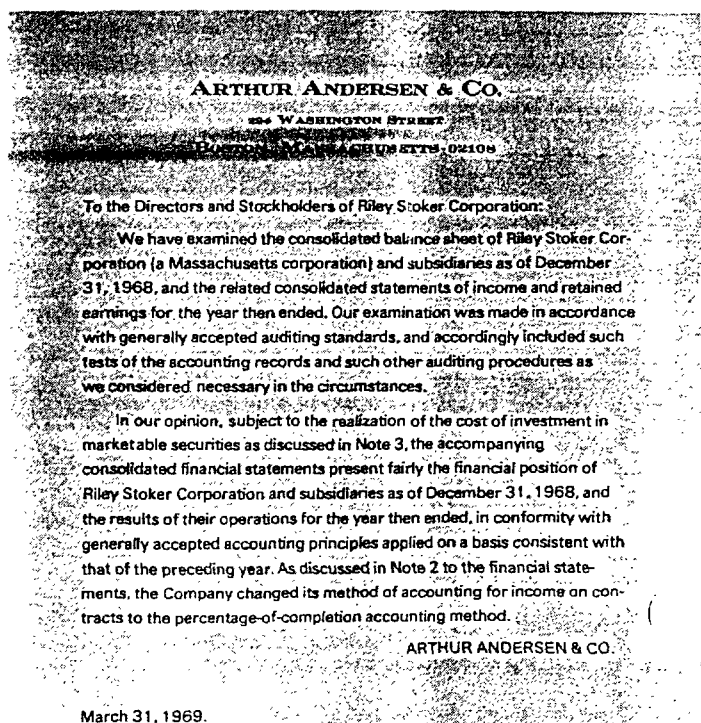
Depreciation is provided for financial reporting and Federal income tax purposes using primarily accelerated methods for machinery and equipment and the straight line method for buildings. Depreciation charged to operations amounted to \$736,770 in 1968 and \$687,371 in 1967.

9. CONTINGENCIES

The Company is a defendant in litigation relating to damages arising from alleged malfunctioning of equipment. The Company denies liability and in the opinion of Management the final outcome of the litigation will not materially affect the Company's financial position.

10. PRIOR YEAR FINANCIAL STATEMENTS

The balance sheet as of December 31, 1967, which has been restated to conform to classifications used in 1968, and statements of income and retained earnings for the year then ended were examined and reported on by public accountants other than Arthur Andersen & Co. and have been presented for comparative purposes.



WE LOOK AHEAD

Anticipate our customers needs and to make them more aware of the Company's ability to make and sell equipment. In order to satisfy those needs, we have underway comprehensive market surveys utilizing new approaches. For example, one such survey will explore existing and future markets for trends in customers' needs for availability and continuity of service versus their needs for high efficiency with its resultant high initial cost.

An example of the new products which can be developed from such efforts is the first Riley designed Thermal Waste Conversion System purchased in 1968 by the City of Braintree, Massachusetts and scheduled to go into operation in December of this year. This new system which burns residential, commercial and industrial refuse will include Riley Incinerator Stokers and will convert the heat energy into steam generation by means of two Riley Steam Generators, complete with waterwalls. The project is attracting a great deal of attention and is viewed very favorably by our licensees.

Another new marketing endeavor will be undertaken by a separate department, currently being set up, to develop further our parts, maintenance and repair business. A prime objective of this new department will be to provide and obtain supervised annual maintenance contracts through a program for preventive maintenance and up-grading of our customers' existing units as improvements are developed. This will also include the solicitation of additional spare parts orders. Initial customer reaction to the program has been very encouraging.

During 1968 orders for future delivery, from old and new customers included utility type contracts for New England Power Company, South Carolina Electric and Gas Company, Public Service Electric & Gas Company of New Jersey, Louisiana Electric Cooperative Association, City of Austin, Minnesota, City of Lakeland, Florida and West Texas Utilities Co.

The NEPCO contract is for a cycling unit having a capacity of 3,250,000 lb/hr. The South Carolina Electric and Gas Company order is a duplicate of our first supercritical unit. Public Service illustrated its confidence in your Company since this is our first utility type unit with that fine company. West Texas Utilities Company continues to have confidence in our abilities since this is the third successive order from it.

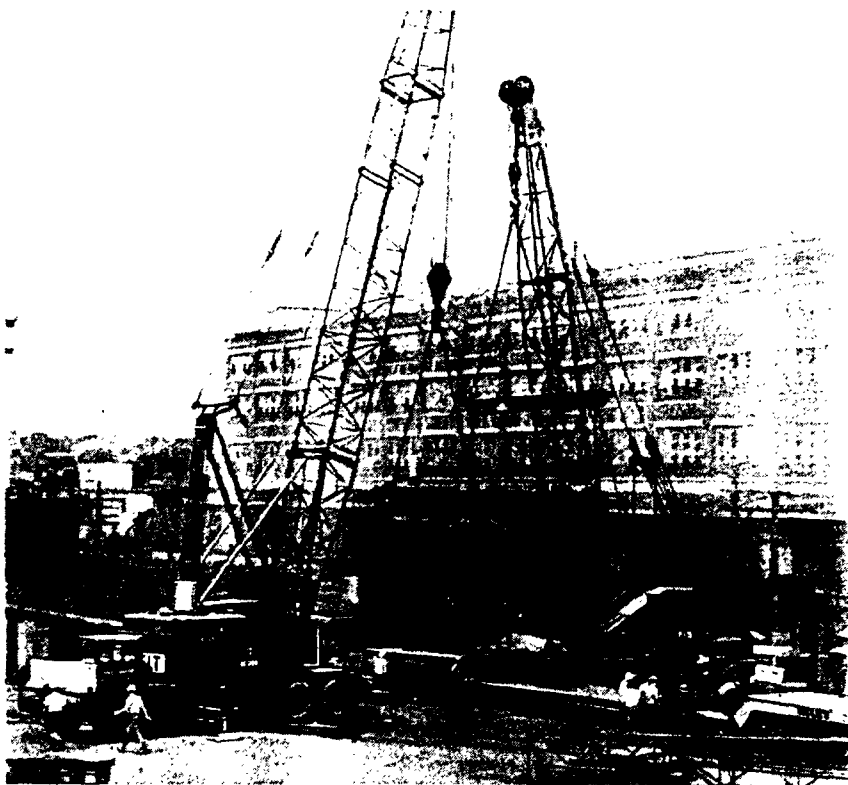
continued page 9

UPPER RIGHT

New and advanced techniques employed in the design and construction of the OD Series Boilers have reduced installation time and costs materially. This 70 ton shop-assembled boiler section for a prominent New England industrial company is easily unloaded from one of Riley's special flat cars with two mobile cranes.

LOWER RIGHT

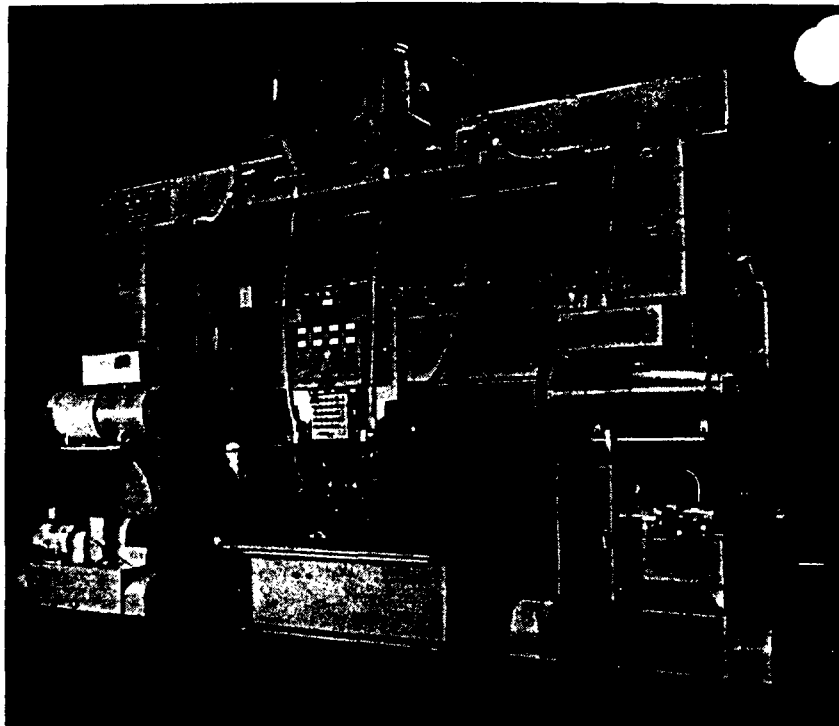
This centrally-located peaking plant at a prominent Midwestern utility will handle summer peaking loads as well as power and steam for district heating in the winter. Four pulverized coal-fired Riley Steam Generators with a total capacity of 2,560,000 pounds of steam per hour are designed and equipped to operate well within the local limits of air pollution control.



Deliveries to industrial customers will include Hammermill Paper Company, E. I. duPont de Nemours Company, Hercules, Inc., B. F. Goodrich Company, Goodyear Company, Sherwin Williams, Georgia-Pacific Co., Standard Oil of Ohio and American Can Company.

Organization-wise we also have been planning for the future. We have added to and strengthened the management groups, particularly at the Badenhausem and Detroit plants, and have added new technical personnel to our Contract Engineering, Service Engineering and Value Engineering Departments. The latter department has been given increased responsibilities involving programs and methods for cost reduction which will result in greater efficiencies in our operations.

Expertise and proprietary information as to waste heat and high temperature water boilers, including special units for power and process application in the petroleum and petrochemical industries, has been obtained by the acquisition in March, 1969, of the former Bros Heat Transfer Division of American Hoist & Derrick Co. of Minneapolis, Minnesota. The acquisition, which was made by issuing 3,100 shares of the Company's common stock, broadened the Company's product line thus permitting participation in wider markets.



UPPER RIGHT

A new giant panel welder now in the final stages of installation and testing at the Badenhausem subsidiary was custom designed and constructed with many new features and innovations to increase production of welded tube panels for large size industrial and central station type boilers.

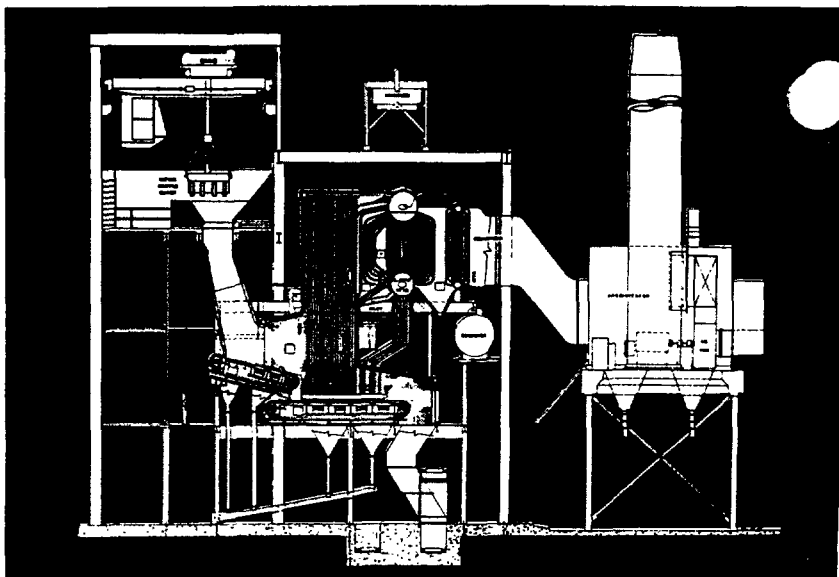
CENTER RIGHT

This new Riley Thermal Waste Conversion System will incinerate municipal trash, garbage and industrial waste at a rate of 120 tons in a 24 hour period. This installation complete with supplemental gas burners will generate 30,000 pounds of saturated steam per hour at 250 pounds pressure which will be available to adjacent industrial plants.

Two units now under construction at a New England Municipal plant will be ready for operation early next fall.

LOWER RIGHT

Now in the final stages of construction, this 15,000 family housing complex in New York City has four Riley OD 'Boilers with a total capacity of 1,280,000 pounds of steam per hour. This furnishes all the thermal requirements for this project.

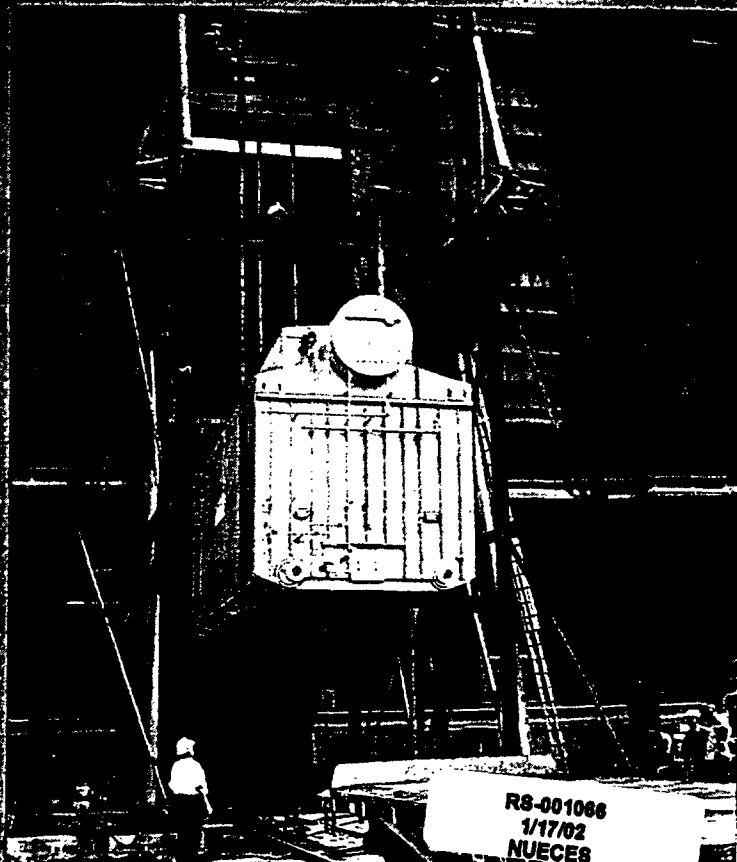
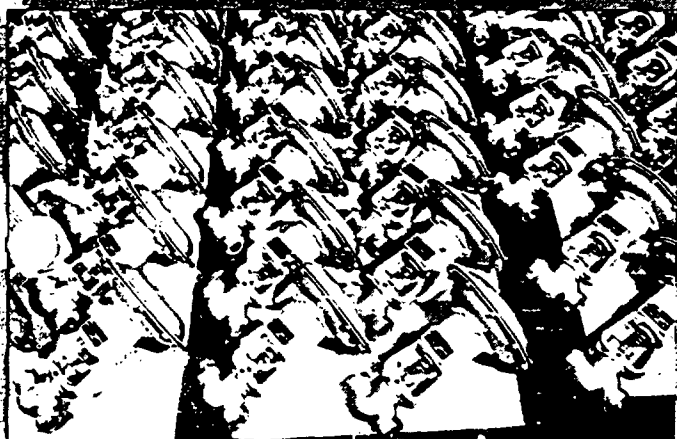


UTILITY AND INDUSTRIAL CUSTOMERS • PARTIAL LIST • UTILITY AND INDUSTRIAL CUSTOMERS •

Alabama Power Co.	Public Service Company of Indiana, Inc.	The Charmin Paper Products Co.	Hoerner-Waldorf Corporation	Princeton University
Arizona Public Service Co.	Public Service Electric & Gas Company	Chemstrand Co.	Holy Cross College	Publisher Industries, Inc.
Kansas Electric Cooperative Corporation	Rochester Gas & Electric Corporation	Chevrolet Motor Div.	Holly Sugar Co.	Rayonier, Inc.
Massachusetts Electric Co.	Salt River Power District	Chrysler Corp.	Hooker Chemical Co.	Remington Rand Co.
Michigan Power & Light Co.	San Diego Gas & Electric Co.	Commercial Solvents Corp.	Hormel & Co.	Reynolds Metals Co.
Edison Co.	Sierra Pacific Power Co.	Continental Can Co.	Hudson Pulp and Paper Co.	Republic Steel Corp.
Caroline Power & Light Co.	South Carolina Electric & Gas Co.	Container Corporation of America	Humble Oil & Refining Co.	R. J. Reynolds Tobacco Co.
Central Illinois Light Co.	Southern Indiana Gas & Electric Co.	Continental Oil Co.	Hunt Foods & Industries	Rikers Island Penitentiary
Central Louisiana Electric Co.	Southwestern Gas & Electric Co.	Cooper Tire & Rubber Co.	Indiana State College	Riverbay Corporation
Central Power & Light Co.	Southwestern Power Co.	Copperweld Steel Co.	Ingersoll Rand Co.	Rochdale Village, Inc.
City of Kansas City, Kansas	Superior Water, Light & Power Co.	Corning Glass Co.	International Harvester Co.	Joseph E. Seagrams & Sons, Inc.
City Utilities of Springfield, Missouri	Taiwan Power Company	Crocker, Burbank & Co., Ass'n.	Jones & Laughlin Steel Co.	St. Croix Paper Co.
The Cliffs Power & Light Co.	Tampa Electric Co.	Cruible Steel Corp. of America	Johns-Manville Corp.	St. Regis Paper Co.
Columbus & Southern Ohio Electric Co.	Texas Electric Service Co.	Deere & Company	Kaiser Aluminum & Chemical Corp.	Shell Chemical Corp.
Commonwealth Edison Co.	Toledo Edison Co.	C. H. Dexter & Sons, Inc.	Kellogg Co.	Shell Oil Co.
Community Public Service Co.	Union Electric Co. of Missouri	Diamond National Corp.	Kennecott Copper Corp.	Southampton Penitentiary Farms
Dallas Power & Light Co.	Upper Michigan Power & Light Co.	The Dow Chemical Co.	Kimberly Clark Corp.	Southwestern Oil & Refining Co.
Delmarva Power & Light Co.	Upper Peninsula Power Co.	Eastman Kodak Co.	Knox College	Spreckles Sugar Co.
The Detroit Edison Co.	Utah Power & Light Co.	E. I. duPont de Nemours & Co.	Koppers Co., Inc.	A. E. Staley Mfg. Co.
Eastern Iowa Light & Power Co.	West Penn Power Co.	Emery Industries, Inc.	Libby, McNeil and Libby	Standard Brands, Inc.
Itchburg Gas & Electric Light Co.	West Texas Utilities Co.	Erving Paper Mills	Linkbelt Co.	Standard Oil of California
Florida Power Corp.	Wisconsin Electric Power Co.	Esso Standard Oil Co.	Thomas J. Lipton Co., Inc.	Strathmore Paper Co.
Georgia Power Co.	INDUSTRIALS	Firestone Tire & Rubber Co.	Mallinckrodt Chemical Company	Sugar Cane Growers Coop.
Gulf Power Co.	Allis Chalmers Mfg. Co.	Flambeau Paper Company	Marathon Oil Co.	Suntide Refining Co.
The Hartford Electric Light Co.	Alton Boxboard Co.	Florida Sugar Corp.	C. H. Masland & Sons	Swift & Co.
Holyoke Water Power Company	Amalgamated Sugar Company	Folger Coffee Co.	Masonite Corp.	The Texas Co.
Hoosier Energy Division	American Brass Co.	Ford Motor Co.	McDonnell Aircraft Corp.	Timken Roller Bearing Co.
Houston Lighting & Power Co.	American Can Company	Freeport Sulphur Co.	Mead Corporation	Tobin Packing Co.
Interstate Power Co.	American Chemical Co.	Gaylord Container Corp.	Menasha Corporation	Torrington Co.
Iowa Electric Light & Power Co.	American Enka Corp.	Georgia Pacific Corp.	Miles Chemical Co.	Towmotor
Iowa-Illinois Gas & Electric Co.	American Oil Co.	Geigy Chemical Co.	Mohawk Paper Mill, Inc.	Union Carbide Corp.
Kansas Gas & Electric Co.	American Smelting & Refining Co.	General Aniline & Film Corp.	Monsanto Chemical Co.	Union Lumber Company
Louisiana Power & Light Co.	The American Tobacco Co.	General Electric Co.	Morgan Packing Co.	Uniroyal, Inc.
Louisville Gas & Electric Co.	American Viscose Corp.	General Foods Corp.	National Bureau of Standards	United Aircraft Corp.
Manila Electric Co.	Anheuser-Busch, Inc.	General Motors Corp.	National Steel Corp.	United Rubber & Chemical Co.
Massachusetts Electric Co.	Amibres Chemical Co.	P. H. Glatfelter Co.	Naugatuck Chemical Co.	Upjohn Company
Minnesota Power & Light Co.	Archer-Daniels-Midland Co.	Glidden Div.	Nicholson File Co.	U. S. Borax & Chemical Corp.
Mississippi Power Co.	Armstrong Cork Co.	B. E. Goodrich Co.	Northern Ohio Sugar Co.	U. S. Gypsum
Monongahela Power Co.	Atlantic Richfield Co.	Goodyear Tire & Rubber Co.	Norwich University	U. S. Plywood Corporation
Montana-Dakota Utilities Co.	Barber Colman Co.	W. R. Grace & Company	Olin Kraft, Inc.	U. S. Steel Corp.
Nevada Power Co.	Bethlehem Steel Corp.	Great Atlantic & Pacific Tea Co.	Olin Mathieson Chemical Corp.	U. S. Sugar Corp.
New England Power Company	Boeing Co.	Gulf Oil Corp.	Olympia Brewing Company	Utah-Idaho Sugar Co.
New Orleans Public Service Co.	Boise Cascade Corp.	The Hammett Paper Company	Owens Illinois Glass Company	Western Electric Company
New York State Power Co.	Borden Chemical Co.	The Hammermill Paper Company	Penn Station Housing Project	Westinghouse Electric Co.
Northern Virginia Power Co.	Brown & Williamson	Helvetia Sugar Corp.	Penn Central	W. Va. Pulp & Paper Co.
North Dakota Power & Light Co.	Bryan Super Horse	Holmes Incorporated	Pittsburgh Forest Products	Weyerhaeuser Corp.
Ohio Edison Co.	Buckeye Sugars, Inc.	The Hiram Davis Chemical Co.		Whirlpool Corp.
Otter Tail Power Co.	Buchtel Erie Co.			White Pine Copper Company
Pacific Gas & Electric Co.	The Cold Co.			Wyckoff Steel Co.
Pennsylvania Electric Co.	Campbell Soup Co.			Repeat orders
Philadelphia Electric Co.	Camden Co.			
The Potomac Edison Co.	Calumet Corporation			
	Case Corp.			
	Champion Paper & Ink Co.			

One of six Riley-Union MH Package Steam Generators being hoisted some forty feet to the operating floor level at Midwest electric utility station. Each gas-fired unit with provisions for future firing of oil will produce 167,000 pounds of steam per hour.

This series of Cashco control valves await shipment at the A. W. Cash Company subsidiary at Decatur, Illinois. A complete line of manual and automatic control valves, pressure regulating valves, temperature control valves and combustion systems accessories are designed and manufactured to serve a wide range of industrial applications.



R8-001066
1/17/02
NUECES

OPERATIONS DIRECTORY

GENERAL OFFICES—Worcester, Massachusetts
Administration, Sales, Engineering, Construction,
Service

MANUFACTURING FACILITIES

RILEY STOKER CORPORATION—Detroit, Michigan
Fuel Burning Equipment

**BADENHAUSEN CORPORATION—Cornwells Heights,
Pennsylvania**
Large Utility and Industrial Steam Generating
Equipment

UNION IRON WORKS—Erie, Pennsylvania
Field Assembled and Package Boilers,
Process Heating Equipment

A. W. CASH COMPANY—Decatur, Illinois
Control and Pressure Regulating Valves

LICENSED MANUFACTURING ASSOCIATES

CHAUDRONNERIES PIERRE BROUHON
Steam Generating Equipment
Belgium, Congo and Grand Duchy of Luxembourg

DISTRAL S.A.
Steam Generating and Fuel Burning Equipment
Republic of Colombia, Venezuela, Ecuador, Bolivia,
Chile and Peru

FAMA (France)
Stokers—Europe, Cambodia, Turkey and Vietnam

FOSTER WHEELER LIMITED
Steam Generating and Fuel Burning Equipment
Canada

RILEY DODDS AUSTRALIA, LIMITED
Steam Generating and Fuel Burning Equipment
Australia, New Zealand and the Union of South Africa

**SOCIETE D'EXPLOITATION D'USINES
METALLURGIQUES**
Steam Generating Equipment and Gas, Oil, Coal Burners
France, Spain, Portugal and their possessions

OVERSEAS SALES AGENTS

India
Shanta Brothers Private Limited

Vietnam and Cambodia
Browne, Lane Intl. Ltd. (Except Stokers)

Pakistan
Interhom Ltd.

Korea
Joongwon International Corp.

Kingdom of Denmark
Thomas Schmidt

Taiwan
The Suiki Enterprise Co., Ltd.

Peru
Equipos y Servicios Industriales

Philippines
Atlantic Gulf & Pacific Co. of Manila, Inc.

Argentina
Sociedad Argentina Tecnica
Industrial y Comercial, S.A.

Puerto Rico and Dominican Republic
Abarca Warehouses Corp.

Island of Mauritius
Rey & Lenferme, Ltd.

Chile
Racontec Ltda.

Turkey
Sinal Tatbikat T.A.S. (Except Stokers)

SALES OFFICES—Albuquerque, Atlanta, Baton Rouge,
Boston, Charlotte, Chicago, Cincinnati, Cleveland,
Detroit, Denver, Honolulu, Houston, Jacksonville,
Kansas City, Los Angeles, New York, Philadelphia,
Pittsburgh, Portland, Salt Lake City, San Francisco,
Seattle, St. Louis, St. Paul



RS-001067
1/17/02
NUECES